



THE OHIO STATE UNIVERSITY
UNIVERSITY LIBRARIES

Strategic Plan

2011-2016



Strategic Planning

at The Ohio State University



Ohio State's future will be defined and driven by the university's move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution's vision, mission, and values.

Ohio State's Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

Ohio State's Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Ohio State's Values

Shared values are the commitments made by the Ohio State community regarding *how* work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust



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Letter from the Director



“From a broad array of possibilities, our focus has crystalized around ten focus areas for future action which are well aligned with the University’s strategic directions.”

Fundamental changes are underway in scholarly communication, information technology, and higher education. OSU Libraries has developed an ambitious agenda to meet these new challenges and to fulfill its mission of delivering high quality content and responsive services in support of research, teaching and learning at Ohio State, within Ohio, and to a wider scholarly community. The Ohio State University Libraries’ Strategic Plan for 2011-2016 evolved from review and discussion of five strategic themes that articulate an expanding role for the library within the larger academic community. Stated very simply, those themes center around services, collections, library as intellectual crossroads, infrastructure, and innovative leadership.

Strategic Planning Themes

Services – Develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact.

Collections – Manage the evolution of the Libraries’ information resources to match the needs and behaviors of users, and to reflect changing technologies and practices in publishing, research, and teaching.

Library as intellectual crossroads – Enhance the Libraries’ role as a cultural, social and intellectual magnet and as a gathering place for cultivating intellectual inquiry, developing critical thinking skills, promoting academic discourse and fostering lifelong learning.



Infrastructure – Foster a supportive, respectful, and diverse work environment that utilizes and develops the best talents of the Libraries’ faculty and staff. Establish an organizational culture which embraces innovation and change, promotes continued improvement, and judiciously allocates resources to support the University’s strategic needs. Transform our physical spaces into modern 21st century learning environments that encourage creativity and discovery, leverage technology and foster collaborative learning.

Innovative leadership – Establish the Libraries as a national leader in the integration of intellectual content and services within the larger world of ideas and knowledge.

From a broad array of possibilities, our focus has crystalized around ten focus areas for future action which are well aligned with the University’s strategic directions. This *Strategic Plan* outlines these strategic focus areas and multiple initiatives related to these focus areas within the context of the University’s four core goals: teaching and learning, research and innovation, outreach and engagement, and resources stewardship.

Sincerely,

Carol P. Diedrichs

Carol Pitts Diedrichs

Vice Provost and
Director of University Libraries



Office / Unit Overview



University Libraries consists of the Thompson Library and ten department library and special collections locations on the Columbus campus. Libraries on the regional campuses, the Prior Health Sciences Library and the Moritz Law Library are administered separately. During 2011-12, the Libraries

had 449 FTE employees at all Columbus locations, including Health

Sciences and Law: 166 faculty and administrative professional staff, 131 support staff, and 152 student assistants.

The Libraries build and manage a research collection that is rich in distinctive content including rare and primary sources as well as published works in a multitude of languages, provided in digital as well as physical formats. In 2011-12, the University Libraries held 7,117,102 volumes, including more than 100,000 digital serial titles (many back to volume 1) and more than 467,000 electronic books. Physical collections are stored in various campus locations and within an off-site Book Depository (two high density storage modules).

The William Oxley Thompson Library provides materials and services primarily related to the humanities and social sciences. The physical collection also includes

reference materials, government documents and some of the Libraries' special collections. Special collections within Thompson and elsewhere on campus provide a variety of exhibits, both physical and virtual, along with events to enhance the academic experience. Department libraries support course work and research in various fields of study. These libraries feature collections in agriculture and environmental sciences; architecture; art; life and physical sciences; engineering; music and dance; pharmacy; and veterinary medicine. Librarians throughout the system are knowledgeable about the subject areas they serve and expert in associated research techniques. They provide a range of teaching and consultation services.

University Libraries is an essential charter member of OhioLINK, a consortium of 88 Ohio college and university libraries and the State Library of Ohio, and shares resources through that organization. The Libraries also enhances collections and services by participating in the CIC consortium of Big Ten institutions. The Libraries, a leader among peers, is currently ranked fifth among the public university members of the Association of Research Libraries. The ranking reflects, in part, the investment universities make in their libraries. This ranking also places the Ohio State Libraries at #14 among all 126 ARL member libraries.

Strategic Mission of University Libraries

The Ohio State University Libraries is a dynamic partner and campus leader in advancing discovery and learning for OSU, for the state of Ohio, and for an ever expanding community of world scholars. We create, acquire, organize, disseminate, and preserve scholarship in traditional and digital forms; we foster an environment conducive to academic inquiry, scholarly communication, creative achievement, and lifelong learning; we help students become information literate and globally aware; and we contribute to the University's drive to eminence in teaching, research, and service.

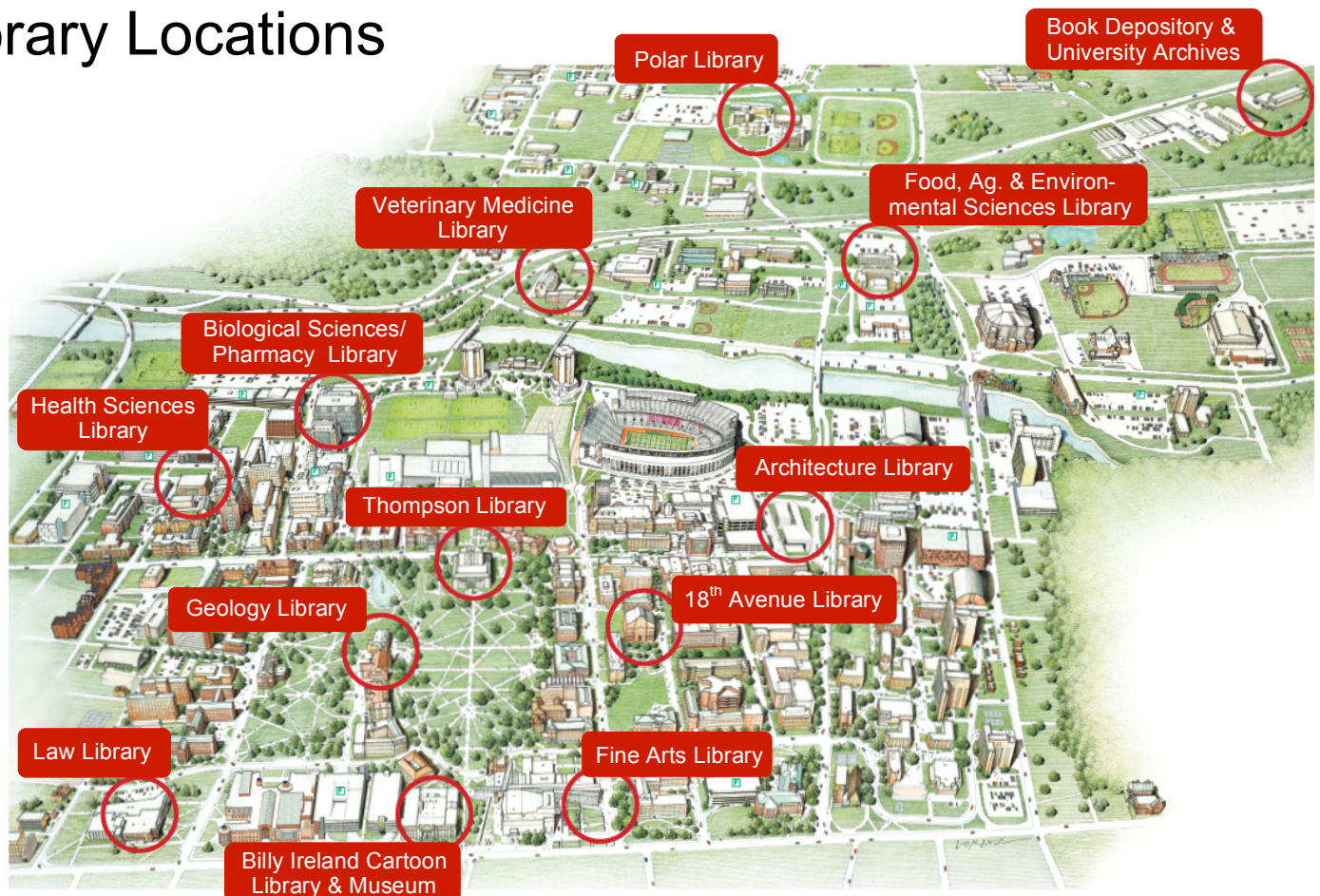
Strategic Vision of University Libraries

Advance student and faculty success.

Deliver distinctive content.

Foster intellectual connections.

Library Locations





Collaborative learning environments fitted with technology resources are not only convenient but required to serve the needs of our users.

Strategic Scan

The External Environment

The library's traditional role as a repository for physical books and periodicals is changing, with important implications for space management, resource acquisition, and staffing. Shifts in technology, changing user demands, and increasing budget pressures are forcing academic libraries to adapt to significant changes in the information landscape. Key issues and trends driving this change, particularly in libraries at large research institutions, are described below.

User behaviors and expectations:

Information is abundant, dynamic and prevalent. Researchers expect digital resources and are often finding information using mass market service providers. Google and others are rapidly converting the information landscape to one where much library content is easily discovered online, but built upon library subscriptions and costs which appear seamlessly to the user. EDUCAUSE notes in its 2012 report on undergraduate students and information technology that blended-learning environments are the norm and students say that these environments best support how they learn. Students want to access course material and library resources via their mobile devices. Social tools for information seeking and judging source relevance are emerging. However, our constituents need to learn the best ways to access and use information in order to bring clarity, solve problems, and create new knowledge. Libraries are redesigning research support services to support these trends.

Library facilities are also evolving to meet new needs. Researchers and students previously came to the physical structure to work independently and search the print collection for information. Today, although provision of content remains fundamental, the landscape has changed. Collaborative learning environments fitted with technology resources are not only convenient but required to serve the needs of our users. Spaces formerly compartmentalized and fitted with traditional shelving have been transformed to open spaces with innovative furniture configurations and multimedia stations that serve as access points to the collection. Spaces conducive to collaboration, spaces created to provide interaction with the distinctive collections, spaces supporting outreach and engagement and the integration of complementary services are compulsory.



Greater explanation, context-setting, and interpretation is needed by many library users.

Organizational/personnel issues:

As technology tools and methods for acquiring and managing information resources evolve, roles and expectations for library staff are also changing. The “embedded librarianship” model adopted by many academic libraries envisions more intensive partnerships with faculty and campus units. Positioning librarian expertise within users’ workflows is essential. Librarians are embedded in classrooms, online course portals, and departmental initiatives and research teams. Traditional reference service is less needed in a time of ubiquitous access to information resources, but greater explanation, context-setting, and interpretation is needed by many library users. Librarians collaborate with colleagues within and beyond the libraries on planning, delivering, improving, and assessing information literacy initiatives within the context of the larger curriculum of the university. They also work with members of the university community to share their research broadly and effectively by addressing a range of issues, including changes in publishing, funder requirements for preserving and sharing research, open access models for disseminating new knowledge, digital publishing, and managing their rights as authors. In some cases, librarians need enhanced skills in order to respond to constituent needs. Continuing education, professional development, strategic and creative approaches to hiring for vacant or new positions, and retooling existing positions are some of the ways libraries can meet this need.

Scholarly communication:

Changes in the publishing landscape have created new challenges and opportunities for libraries. Rising prices for digital or reformatted publications require new strategies for collecting as well as greater investment in shared collections. Scholars and researchers are beginning to rethink traditional publishing practices but need advice to make good decisions. Personal, institutional, and on-demand publishing are blurring the lines between creators and consumers. Libraries are helping to manage the scholarly output of their institutions in digital repositories such as the OSU Knowledge Bank. They are providing intellectual property, metadata, and data curation services for faculty partners and open access solutions for users. Academic libraries are taking an active role in changing the scholarly communication environment by creating or expanding publishing platforms for academic journals and services to enhance publishing activities. Some libraries are also offering print-on-demand services with equipment like the Espresso Book Machine. Research libraries are also offering social networking environments that allow for interdisciplinary knowledge exchange.



“Special collections become even more important as a differentiating characteristic of research universities, the equivalent of unique laboratory facilities that attract faculty and research projects.”

Pritchard S. M. (2009). Special collections surge to the fore. *portal: Libraries and the Academy*, 9, 179.

Emphasis on special and distinctive collections:

Increasingly, academic libraries across the country offer access to the same core of published content digitally and in their print collections. Rare materials and unique primary source materials differentiate research libraries and enhance their role as distinctive destinations for knowledge building. Greater emphasis on cataloging and making these “hidden collections” widely accessible is energizing scholarship in new directions. Creating digital versions of rare materials leverages the value of the originals, improves access, and supports innovative teaching and scholarship. New technologies enable computing on digitized collections, which opens up new discovery and creation in the digital arts and humanities. The digital environment provides exciting opportunities to combine traditional special collections with innovative services and to increase engagement of students and scholars with these important resources. All of these activities are key components of today’s special and distinctive collections. The costs to maintain, expose and care for these collections require the investment of substantial and sustained funding.

Managing research data:

The volume of digital data produced by scholars is staggering. In 2011, OSU received \$493 million in federal research and development funding, \$106 million in industry-sponsored research, \$100 million in state funding, and \$38 million in other non-federal funding. Total research expenditures amounted to \$832 million. OSU currently ranks 11th among public universities in research expenditures and 2nd in industry-sponsored research. Much of the data generated through these programs is not being properly curated or fully utilized and is often lost. Funding agencies are promoting new strategies to handle this form of the country's scholarly output. Currently, technology support for research at Ohio State is primarily departmentally-centered, but Libraries’ Knowledge Bank staff are receiving more inquiries from researchers regarding support for data management and curation.



Managing print and digital collections effectively:

In a recent report, the Association of Research Libraries (ARL) identified critical areas and relationships that research libraries must address to function effectively in the collections arena. No two disciplinary collections are the same. Collections in STEM require robust online delivery and high resolution data. The humanities and arts continue to be heavily dependent on print-based collections. Budgetary issues are driving libraries toward a demand-driven model of content acquisition and more reliance on shared collections. Journal price inflation continues at an aggressive pace and new digital information products are being created that compete with established publications. Global and interdisciplinary interests of researchers continue to grow and collecting practices must meet this need. As the types of intellectual content and genres expand, libraries are defining processes to manage all of them. Space concerns require rethinking of previous print collection management decisions. Research libraries must increasingly rely on shared print shelving facilities and collaborative programs of various kinds to maximize their users' access to collections in this environment. Refining local collections in the context of digital availability, collective agreements, shared offsite storage, and coordinated print retention will become common in libraries of all sizes.

"Rather than focusing on acquiring the *products* of scholarship, the library is now an engaged agent supporting and embedded within the *processes* of scholarship."

Association of Research Libraries (2012). Issue brief: 21st-century collections: calibration of investment and collaborative action, 2.
http://www.arl.org/bm~doc/21stctfreport_11may12.pdf

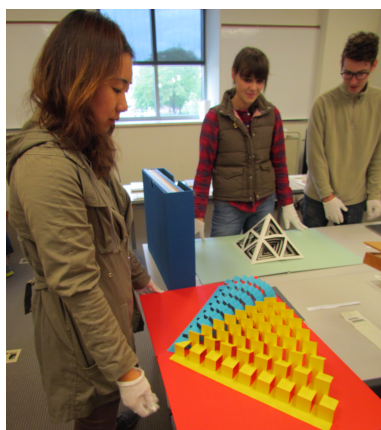




The Internal Environment

Delivering content:

Delivering content to users where they do their work is a particular strength of the OSU Libraries. The Libraries have moved rapidly to leverage partnerships and provide a range of digital collections – both new publications and digitally reformatted works to users’ desktops. Article Express, a service to scan and deliver electronic copies of articles from print journals at any campus location, is popular. And, use of other parts of our print collections remains very active. During 2010-11, the Libraries recorded almost 1.5 million circulation transactions, excluding reserves. In addition to those items borrowed directly from a library location, items from OSU Libraries’ collections are delivered within the university to the nearest library or through campus mail to faculty offices and student dorms. Statewide borrowing/lending through OhioLINK supplements local circulation and users can have items from the Columbus Metropolitan Library delivered for pickup at Thompson Library. Libraries’ staff manage growing programs to digitize print documents and images from the Libraries’ collection including OSU theses and dissertations and a range of special collections and



materials from the University Archives. Although the demand for increased digital access to information sources is driving our collection development policy aggressively in this direction, we continue to maintain and improve user access to our rich and diverse physical collections, whether held in University libraries or stored off-site. Growth in print collections continues to place stress on our storage capacity. While traditional collections in print form may decline in the next decade, growth in special collections and university archives is expected to continue unabated.

Providing research support services:

Information and research support services are in a period of transition. As widely available online sources create new challenges for OSU faculty, staff and students in managing, evaluating and using information, librarians are seeking new ways to embed and engage with the university constituencies that they serve. The Libraries is committed to providing the additional training and professional development needed by library faculty and staff so that they can function effectively in this expanded role.

The Libraries offers a Rights Management Service, which provides a variety of services and information resources for faculty and students as knowledge creators and users. The Copyright Help Center answers questions, provides advice, and offers workshops on common copyright issues affecting research, teaching, and learning. In the digital information landscape, legal and ethical concerns about information use become more complex and this is an area where services need to expand in new directions. Demand for this service is growing as the University places additional emphasis on its Digital First initiative and distance education.



University
Libraries excels
in delivering
a full range of
instructional
services related
to finding
and using
information.

Exposing and preserving OSU-produced content:

The Libraries' Knowledge Bank is a digital knowledge management system for the university that encourages and supports the creation, organization, storage, dissemination and preservation of the institution's digital information assets. The system manages more than 100 collections through partnerships with units and individuals across the university. We seek opportunities to expand use of this important university and worldwide information resource and to provide new publishing outlets for our community of scholars. Discussions are currently underway between the Office of Research, the OCIO, and the Libraries regarding support for research data including policies, storage, data management, and data curation needs for the campus.

Providing instructional support services:

University Libraries excels in delivering a full range of instructional services related to finding and using information. While Libraries faculty teach specialized credit courses in various departments, they reach a wide range of OSU students by working with faculty across the university to provide course lectures on demand and develop assignments and online learning objects for specific needs. The Libraries currently manages large-scale online instructional programs that serve students across disciplines. Related instructional services include the Course Enhancement Grants program, which awards funds to OSU faculty to enhance their courses in collaboration with librarians. As we move forward, the Libraries are seeking additional ways to engage with learners and support teaching, both through collaboration with other academic service units to support faculty in course redesign and through expanding the use of special and distinctive collections to enrich intensive scholarship.

Transforming physical spaces:

Our physical spaces are undergoing transformational change to meet the evolving needs of the 21st century user. Our journey began with the re-imagination and renovation of the William Oxley Thompson Memorial Library, which transformed a traditional library into a world class facility and campus hub. Thompson has received national and international acclaim as evidenced by the 2011 AIA/ALA Library Building Award and the 2012 Landmark Library Award. The plan for renovation and ongoing care of our physical spaces continues and greatly impacts our ability to efficiently and effectively support the academic mission. The Ohio State University Framework plan identifies the academic mission as the primary driver of our physical world. Pivotal renovation projects including the Billy Ireland Cartoon Library and Museum, the Science and Engineering Library (SEL) and the Food, Agricultural and Environmental Sciences Library will further position the Libraries as a relevant partner in the academic lives of our students and researchers.

The Libraries has identified ten strategic focus areas that will help us to address the external and internal challenges described here. The Libraries' focus areas and the university goals that each supports are listed in the following chart and described more fully later in this document.



Strategic Focus Area

Teaching & Learning

Research & Innovation

Outreach & Engagement

Resources Stewardship

1

Advance transformative teaching and learning by engaging with OSU faculty and support units to integrate library resources and services throughout the educational continuum.



2

Provide library experiences and opportunities that inspire creativity, discovery, innovation and collaboration in support of University-level initiatives.



3

Offer enhanced and innovative research services to faculty and graduate students.



4

Increase the scale and scope of distinctive and digital collections and enhance access to and usage of these materials to support research and anytime, anywhere learning.



5

Increase the effectiveness of local print collection management and act to provide access to the full range of emerging “collective collections” regionally and nationally.



6

Engage with partners across the University to increase the amount, value, and impact of OSU-produced digital content.



7

Develop a talent management program that highlights improvement, innovation, diversity and accountability.



8

Meet evolving user needs by engaging in a strategic review of facilities, along with the development and execution of a facilities master plan.



9

Build a robust, reliable, secure technical infrastructure for the Libraries including both human and technology resources.



10

Raise external funds to support Libraries’ priorities of the “But for Ohio State Campaign.”



Red check marks: Libraries’ primary strategic focus aligning with the Universities’ focus areas.

Black check marks: Other ways in which the Libraries’ strategic focus areas align with the Universities’ focus areas.





Teaching and Learning

Research & Innovation

Outreach & Engagement

Resources Stewardship

Succeeding in Our Strategic Focus Areas

In the preceding section, ten strategic focus areas were outlined that define a planning framework for the University Libraries in the next five years. These strategic focus areas align with the four core goals established in the university's strategic plan: Teaching and Learning; Research and Innovation; Outreach and Engagement; and Resource Stewardship.

A summary of the Libraries' strategic focus areas and their corresponding implementation initiatives, grouped under the four core goals, is presented here. As the chart in the previous section indicates, many of these strategic focus areas support more than one of the four university goals. However, each focus area is listed only once in this section to avoid unnecessary redundancy.

Teaching & Learning

Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty, and enhanced by a globally diverse student body.



Strategic Focus Area:

Advance transformative teaching and learning by engaging with OSU faculty and support units to integrate library resources and services throughout the educational continuum.

The University's focus on improving learning environments for undergraduate students who enter OSU with strong academic credentials and high expectations calls for the Libraries to enhance teaching and learning programs currently provided by the Libraries and also to develop new and innovative approaches in supporting those learning environments. The Libraries have a strong foundation supporting entering freshmen through the FYE (First-Year Experience) Program, and more generally for undergraduates, through the online credit courses offered by the Libraries. These programs have been initially adapted for the change to semesters, and this work must continue to ensure their success. In keeping with the University's increased focus on expanding learning opportunities beyond the traditional classroom and laboratory, the Libraries have also identified venues, initiatives, and partnerships where existing strengths can be augmented. It is the blend of strengthened support for traditional classroom- and course-based instruction, along with support for technology-enriched, nontraditional learning environments that will mark the Libraries' contribution to the University's broad teaching and learning focus in the next five years.

Teaching & Learning

Initiatives:

- Enhance information literacy instruction and development of learning objects and resources to enrich teaching and support multifaceted academic success.
- Strengthen faculty and librarian collaboration by embedding library content and services in new instructional initiatives delivered by emerging technology with a particular focus on the Digital First Initiative, Digital Union Impact Grants, iTunes U and distance education.
- Improve the student experience by partnering with undergraduate academic support services, such as the Writing Center (CSTW), Honors and Scholars, the Undergraduate Research Office and experiential learning initiatives such as internships and service learning courses.
- Extend reference service and research consultation in new venues including residence halls; play a key role in academic programming in the Second Year Transformational Experience Program (STEP).

Strategic Focus Area:

Provide library experiences and opportunities that inspire creativity, discovery, innovation and collaboration in support of University-level initiatives.

The Libraries serve as a cultural, social and intellectual crossroads for the University and its broader community. We provide physical places and virtual venues where people come together to share knowledge, develop intellectual inquiry, enhance critical thinking skills, contribute to academic discourse and participate in lifelong learning. We draw on the rich, diverse, and deep strengths across this vibrant University to develop robust programming, exhibitions and virtual destinations where users can have inspiring, dynamic, thought provoking experiences. By aligning our library-sponsored programs and exhibitions with university-level initiatives, we augment and sustain campus dialog across interdisciplinary lines. Over the course of this plan, we will increase our alignment with university level initiatives and enhance our program, exhibition, and virtual infrastructure.

Initiatives:

- Plan, create and implement robust, coordinated, and relevant exhibits and programs which offer meaningful and memorable learning experiences in alignment with campus-wide initiatives and programs.
- Position distinctive collections, spaces and services in user's pathways, in both physical and virtual environments, to promote intellectual inquiry and encourage lifelong learning.

Research & Innovation

Create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems.



Strategic Focus Area:

Offer enhanced and innovative research services to faculty and graduate students.

The Libraries are vital partners in the research enterprise and supply resources necessary to advance fundamental knowledge and solve the world's most pressing problems. We provide critical services to support the research process and increase the productivity of our faculty and students as they pursue discovery, analysis and creation of new scholarship. As the University research agenda evolves, our librarians leverage and further develop their expertise in areas such as undergraduate research, multimodal literacies, digital publishing, scholarly communication and data management in order to further research activity on campus. We are expanding our copyright services to better support faculty in disseminating the products of their own scholarship and in making educated decisions about using acquired content. As more and more research activity goes online, we provide tools in virtual environments targeted at the needs of our faculty and graduate students. In collaboration with faculty, the OCIO and the Office of Research, we will develop a responsible and reliable environment for managing research data. We are redesigning our reference and research services to meet the demands of today's scholars. As we strengthen our services and expertise, we will target them in support of the University's discovery themes: Health and Wellness, Food Production and Security, and Energy and Environment.

Research & Innovation

Initiatives:

- Expand copyright services to support faculty production and to increase access to collections.
- Increase engagement of librarians in the research process and investigate options for a research commons focused on a suite of advanced research services such as GIS, data, copyright and digital scholarship.
- Develop and implement appropriate library support services for research data management.

Strategic Focus Area:

Increase the scale and scope of distinctive and digital collections and enhance access to and usage of these materials to support research and anytime, anywhere learning.

The Libraries' collections drive discovery and the creation of new knowledge by faculty, staff and students across the University. Increasingly the Libraries need to invest more in distinctive digital resources to support the advanced research needs and aspirations of a world-class university. It is essential to find a balance between effective investment in core resources and maintaining the capacity to build deeper, distinctive

collections that can advance research into new frontiers. To support common collection needs, the Libraries will be advancing its strategies for shared investments and resource sharing. It will also develop newer demand-driven collecting strategies and a program of gathering, analyzing and using information about collection usage to provide common resources effectively and quickly. Besides acquiring new digital content, a vital strategy for building digital collections will be reformatting the University's distinctive collections from analog to digital formats – both locally and through emerging partnerships. Going forward, the Libraries must increase its investments in creating these new digital collections and in expanding its ability to make those kinds of collections discoverable and usable. At the same time, the Libraries must be partners and leaders in regional and national partnerships, such as HathiTrust, that are emerging to increase the pace and efficiency of reformatting as well as enhance the discovery and use of reformatted works.

Initiatives:

- Increase licensing and purchase of distinctive digital and print resources aligned with current OSU research priorities.
- Shift acquiring commonly collected resources to modes informed by user demand and usage patterns.
- Build OSU programs and projects that digitize and make accessible high value / high impact works in library collections.

Research & Innovation

- Establish practices for acquiring, processing, making accessible and preserving “born digital” special collections.
- Create a robust programmatic approach to managing, delivering, and making usable digital collections held by OSUL.

Strategic Focus Area:

Increase the effectiveness of local print collection management and act to provide access to the full range of emerging “collective collections” regionally and nationally.

Developing a deeper array of information resources for the university will require both local and collective strategies. The University Libraries provide access to a vast array of printed materials, digital resources, and multimedia tools. The growth of the Libraries’ print collections has strained existing space to its capacity and raised issues about how to both provide access to the print collections and preserve them. University Libraries is committed to connecting its users with the materials they need for scholarly research, including both digital and print formats, and has already made large investments in online versions of many journals (back to their first volume in many cases) and a substantial number of reference materials. A strong history of delivery from library storage locations, coupled with the Libraries’ Article Express service, has reduced the activity in many areas of the print stacks. Nonetheless, the shelves for print collections in the Thompson

Library, the Depository, and the departmental libraries are close to capacity. We have begun to take action to reduce the redundancy between electronic and print holdings of well-archived titles that have reliable, persistent digital access. University Libraries has also made a commitment to develop a CIC Shared Print Repository (CICSPR) for journals to be housed at Indiana University. This will enable a corresponding reduction of print collections at OSU, achieving space to retain other important print collections.

Initiatives:

- Develop and implement a plan for ongoing storage and management of local distinctive and high use print collections that employs a variety of options based on user demand, the need to maintain collections in good condition, provide space for growth, and reduce unneeded duplication.
- Assume a leading role in shaping the CIC Shared Print Repository Initiative to build a shared print collection to complement electronically available collections.
- Participate in initiatives to secure digital archiving for licensed electronic content to allow appropriate de-duplication of local collections.

Outreach & Engagement

Establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.



Strategic Focus Area:

Engage with partners across the University to increase the amount, value, and impact of OSU-produced digital content.

Success in sharing the knowledge that a modern research university creates also requires new information architectures for disseminating, making discoverable, and preserving digital research products. The Libraries' Knowledge Bank has been an increasingly important and heavily used system for sharing and permanently archiving a range of OSU-produced publications and other content. In the next five years, we will enhance these services and increase the number of campus units contributing content to the system. In addition, there is a growing need across the University for low cost, easy-to-use infrastructure to facilitate online journal publishing. The Libraries is actively seeking new opportunities to work with campus partners with high quality academic content who need assistance in reaching new audiences for OSU-created research.

Initiatives:

- Increase the amount of OSU-generated digital content managed by the Libraries.
- Expand University Libraries' support for publishing journals edited by members of the OSU community and for managing and providing access to papers and presentations generated at conferences hosted by OSU.
- Enhance the impact of our campus partners' digital content by broadening access to it.

Resources Stewardship

Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.



Strategic Focus Area:

Develop a talent management program that highlights improvement, innovation, diversity and accountability.

A major strength of the Libraries is our people. Across all divisions, we have outstanding faculty, staff and student employees highly committed to fulfilling the mission of the Libraries and the University. Achieving our strategic plan depends on a collaborative environment dedicated to mutual respect, accountability, fairness, empowerment and open dialogue that provides professional and personal fulfillment. We will support, diversify and enhance our human resources by promoting a culture of innovation and continual improvement to better meet the needs of our many constituencies. We will enhance our talent management processes with revised performance management procedures that emphasize coaching and feedback, develop recruitment and retention strategies to identify and keep the very best employees, and invest in cost-effective training and professional development to increase skill levels. We will transform our commitment to diversity into an action plan that advances the Libraries' long-term strategy. As we progress, we will use benchmarking, research, and strategic thinking to build our human resource profile in organized and calculated ways. A culture of assessment will be critical to successful deployment of our services, collections and programs. We will improve our evaluation procedures in targeted ways that reflect the University scorecard, best practices in library measurement, and respond to the needs of our constituency. The findings from our assessment activities will guide improvement and investment.

Resources Stewardship

Initiatives:

- Develop and implement a revised Diversity Plan that continues to enhance a supportive environment for diversity among our faculty, staff and students.
- Invest in innovation that enables faculty and staff to advance new ideas and services that produce high value for users.
- Develop and implement a revised performance management process and invest in cost-effective training and professional development to increase skill levels.
- Enhance the public services skills of student employees.
- Strengthen our culture of assessment, including a focus on measurement and metrics with tools to advance strategic initiatives.
- Plan for leadership continuity through workforce planning and leadership skill development.

Strategic Focus Area:

Meet evolving user needs by engaging in a strategic review of facilities, along with the development and execution of a facilities master plan.

A facilities master plan will ensure our physical infrastructure maintains pace with the dynamic evolution of our services and our users' creativity, needs and work preferences. Under our master facilities plan, University Libraries will develop flexible, functional, and inviting library spaces in all of our campus libraries to cultivate intellectual inquiry, promote academic discourse, and foster lifelong learning. We will create environments that support efficient workflow for faculty and staff and ensure appropriate space allocation for physical collections. The renovation of Sullivant Hall provides a new opportunity for outreach and engagement in the University's Arts District. Long-term plans for each physical library location will allow us to make strategic improvements and investments. During this five year period, there will be particular focus on the FAES, BPL and SEL libraries. Storage requirements for our world-class collections continue to challenge existing spaces; we will employ partnerships and creative strategies to provide cost-effective, sustainable solutions.

Resources Stewardship

Initiatives:

- Renovate the FAES Library in concert with the College of Food, Agricultural, and Environmental Sciences.
- Evaluate long term space and service needs for the Biological Sciences and Pharmacy Library in concert with the College of Pharmacy and other interested parties.
- Evaluate a design plan to transform the Science and Engineering Library into an updated, functional, technology rich space conducive to collaborative learning.
- Renovate and occupy Sullivant Hall to enhance the Billy Ireland Cartoon Library and Museum's reach to students, faculty and the community.
- Enhance the effectiveness of local print storage resources and engage with regional and national initiatives as they evolve.

Strategic Focus Area:

Build a robust, reliable, secure technical infrastructure for the Libraries, including both human and technology resources.

The Libraries' technology infrastructure provides vital, user-focused services and resources that support work in the Libraries, the University, and the broader research community. Our services include discovery and information management systems support, library applications development, and technology infrastructure support. Where practical, we leverage the university's enterprise systems and services, including public workstation support, Data Center hosting services, OSU wired and wireless networks, e-services systems, and PeopleSoft systems to provide a full complement of services for the Libraries' faculty and staff as well as the University community as a whole. As the Libraries innovate to advance teaching, learning and research, we will deploy information technology solutions which are streamlined, responsive and dynamic.

Initiatives:

- Continue and strengthen efforts to attract and foster excellence in our technical faculty and staff, particularly in support of an evolving digital initiatives program.
- Focus on IT investments that enhance the Libraries' effectiveness and efficiency in achieving its core mission, and that carefully balance security vs. risk, agility vs. stability, and

Resources Stewardship

Initiatives:

both long- and short-term perspectives.

- Ensure appropriate use of campus technology infrastructure and alignment with campus IT standards to leverage and enhance the Libraries' technology capacity, our ability to effectively engage in campus partnerships, and our ability to provide innovative services focused on discovery, access, management, and preservation of information resources for the University community.
- Plan and implement an improved asset management environment for the management and preservation of the Libraries' locally-created or locally-held digital content.
- Strengthen our project development and implementation processes to provide a streamlined and responsive approach to evolving user and staff information needs.

Strategic Focus Area:

Raise external funds to support Libraries' priorities during the "But for Ohio State Campaign."

University Libraries' current goal for the "But for Ohio State Campaign" is \$25,000,000. Our theme for this campaign is "Never Better, Never Done." Priorities identified for this campaign include:

Place Students First: Students, undergraduate and graduate alike, are at the heart of this campaign priority. Creation of endowments focused on support for our students will provide new services, tools, and programs, such as a research commons for graduate students, and experiences that are unique, rewarding and life changing.

Elevate Faculty and Academic Program Excellence: The future demands a new kind of librarian with advanced competencies and impressive credentials. This campaign can greatly influence our ability to recruit, develop and retain our faculty who directly support the academic mission. Investment in the further development of our existing faculty is critical. New funds will enable us to create an endowed Chair for the Director of Libraries and establish endowed professorships for Library faculty.

Create Modern Learning Environments: Renovating existing space for our students, faculty and staff to learn, teach and research as well as come together to share knowledge,

Resources Stewardship

develop intellectual inquiry, and contribute to academic discourse is critical to the continued success of the organization. Academic research libraries of today are rapidly evolving and University Libraries physical spaces, while improved, must keep pace to efficiently and effectively support the academic mission. New funding will assist with the renovation of Sullivant Hall, ongoing improvements to the Science and Engineering Library, and also support building of an additional Book Depository Module.

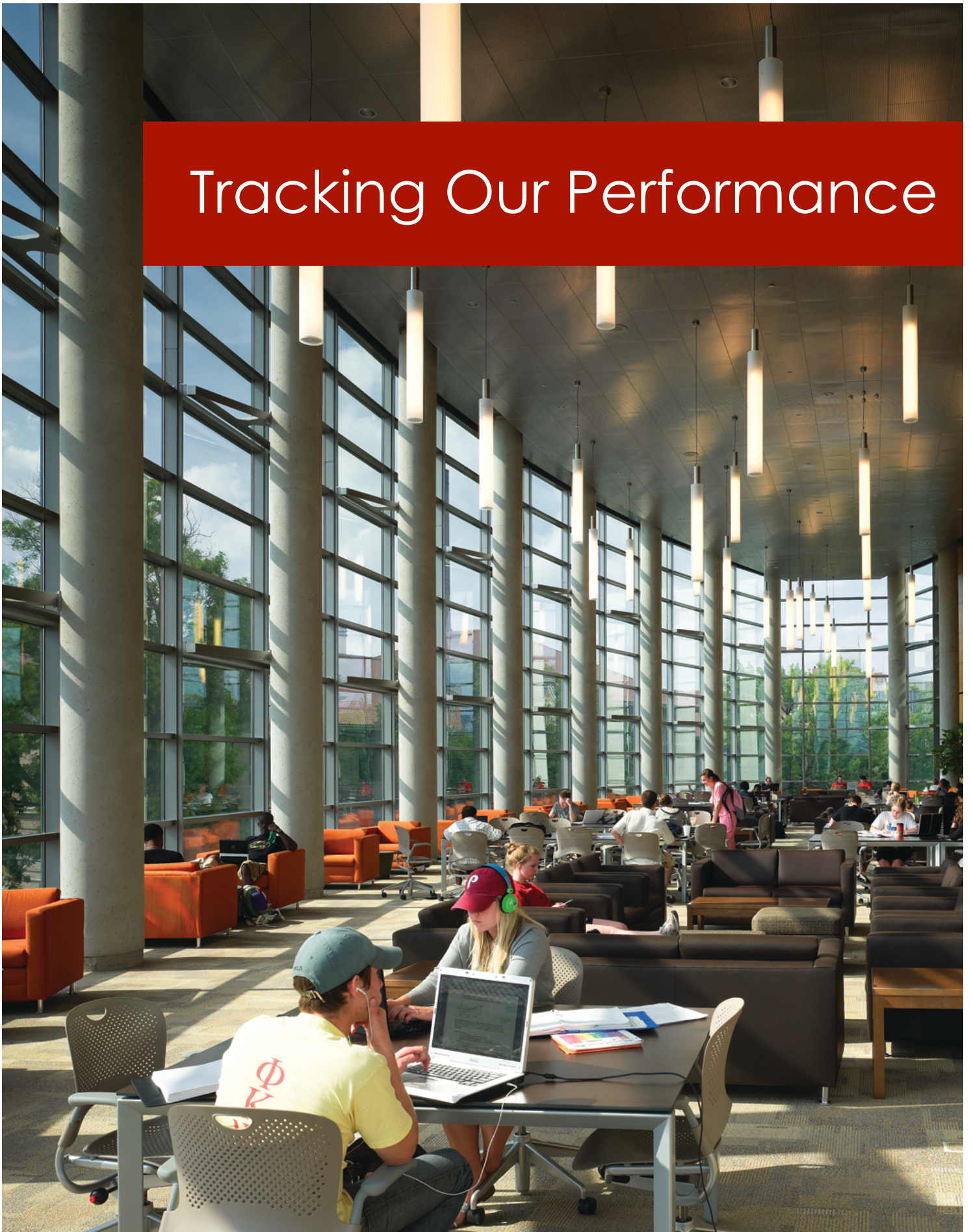
Drive High Impact Innovation: The greatest challenge facing academic research libraries today is creating solutions for supporting and managing digital scholarship. We need to provide the best technology to drive innovative research and learning. New funds will enable us to build advanced technology tools to enhance discovery and support of virtual work.



Initiatives:

- Raise \$25 million for the Libraries during the campaign.
- Complete the Schulz Challenge for the new Billy Ireland Cartoon Library & Museum in Sullivant Hall.
- Seek opportunities to raise funds for additional projects as they emerge.

Tracking Our Performance





Teaching & Learning Scorecard – University Libraries

Provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

These measures and scorecard are designed to compare our success with libraries across the country as well as allowing us to measure our progress from year to year. In some cases, we expect to see steady progress in our scores. In other areas, such as Library as Place, our scores are very high following the renovation of the Thompson Library. It will take a constant investment to maintain that high score. As a result our goal is to maintain that high score rather than an unrealistic expectation that we will see it go much higher. The LIBQUAL survey includes a robust set of comments which we mine to understand the nuances behind the numerical scores. That analysis results in specific strategies to improve services.

| Focus Area | Metric | 2011 | | | | | 2016 | Progress |
|--------------------|--|-----------|------|-------|------|------|--------|----------|
| | | Baseline | 2012 | 2013 | 2014 | 2015 | Target | |
| Program Excellence | Maintain or improve LibQUAL superiority mean score for Library as Place dimension | -.31 (LP) | NA | -0.37 | NA | | -.31 | ↓ |
| Program Excellence | Maintain or improve LibQUAL superiority mean score for Affect of Service dimension ¹ | -.50 (AS) | NA | -0.48 | NA | | -.45 | ↑ |

¹ LibQUAL is an annual survey sponsored by the Association of Research Libraries that enables academic libraries to measure service quality. For more information, see <http://www.libqual.org/home>. Superiority gap is defined as the difference between the average desired score and the average perceived score. The goal is move this gap closer to a score of 0 or higher, which indicates that respondents' perception of the service delivered is either equal to or higher than their desired level of service. The Libraries conducts this survey every two years.



Research & Innovation Scorecard – University Libraries

Create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems.

| Focus Area | Metric | 2011 | | | | | 2016 | Progress |
|---------------------------|--|----------------|---------|---------|------|------|---------|----------|
| | | Baseline | 2012 | 2013 | 2014 | 2015 | Target | |
| Reputation & Productivity | Maintain ARL ranking within the top 10 tier of public university libraries ² | 5 ³ | 7 | | | | =<10 | ↓ |
| Reputation & Productivity | Maintain or improve LibQUAL superiority mean score for Information Control dimension ⁴ | -0.81 | NA | -0.79 | NA | | -.76 | ↑ |
| Reputation & Productivity | Annual production of digital imaging captures ⁵ | NA | 157,721 | 335,694 | | | 350,000 | ↑ |

² Data for this ranking is finalized in spring of the following year. 2013 ranking not currently available.

³ Ranking improved significantly from 12 in 2010 to 5 in 2011.

⁴ The Libraries conducts this survey every two years.

⁵ Includes in-house reformatting, outsourced reformatting, and reformatting done with partners but reformatting OSU collections.



Outreach & Engagement Scorecard – University Libraries

Establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

| Focus Area | Metric | 2011 | | | | | 2016 | Progress |
|---------------------------------|--|----------|--------|--------|------|------|--------|----------|
| | | Baseline | 2012 | 2013 | 2014 | 2015 | Target | |
| Off-Campus Programs & Awareness | Items produced in OSUL digital publishing programs ⁶ | 14,297 | 12,055 | 13,410 | | | 20,000 | ↑ |
| Off-Campus Programs & Awareness | U15 Enrollment in Non-Credit Courses and Programs sponsored by the Libraries ⁷ | 5,872 | 6,718 | 10,099 | | | 10,000 | ↑ |

⁶ Calculated as the annual number of items added to the Knowledge Bank + other publishing platforms where content is publicly available. (e.g. include OSU public domain materials added to HathiTrust, OSU works in OhioLINK ETD Center, and two years of peak contribution to the Google Books Project, 2013 and 2014)

⁷ The university definition for this metric includes "estimated number of attendees at lectures, performances, workshops and similar events provided to external audiences." Data currently represents attendance at events and physical exhibits only.



Resources Scorecard – University Libraries

Become the model for an affordable public university recognized for financial stability, unsurpassed management of human and physical resources, and operational simplicity and effectiveness.

| Focus Area | Metric | 2011 | | | | | 2016 | Progress |
|---------------------|--|----------|--------|--------|------|------|--------|----------|
| | | Baseline | 2012 | 2013 | 2014 | 2015 | Target | |
| Resources – People | U17 Workplace Culture Index ⁸ | 72.4 | NA | NA | | NA | TBD | |
| Resources – People | U19 Non-Retirement Turnover for Faculty ⁹ | TBD | NA | NA | | | TBD | |
| Resources – Dollars | U20 New Fundraising Activity | | \$23 M | \$25 M | | | \$25M | ↑ |

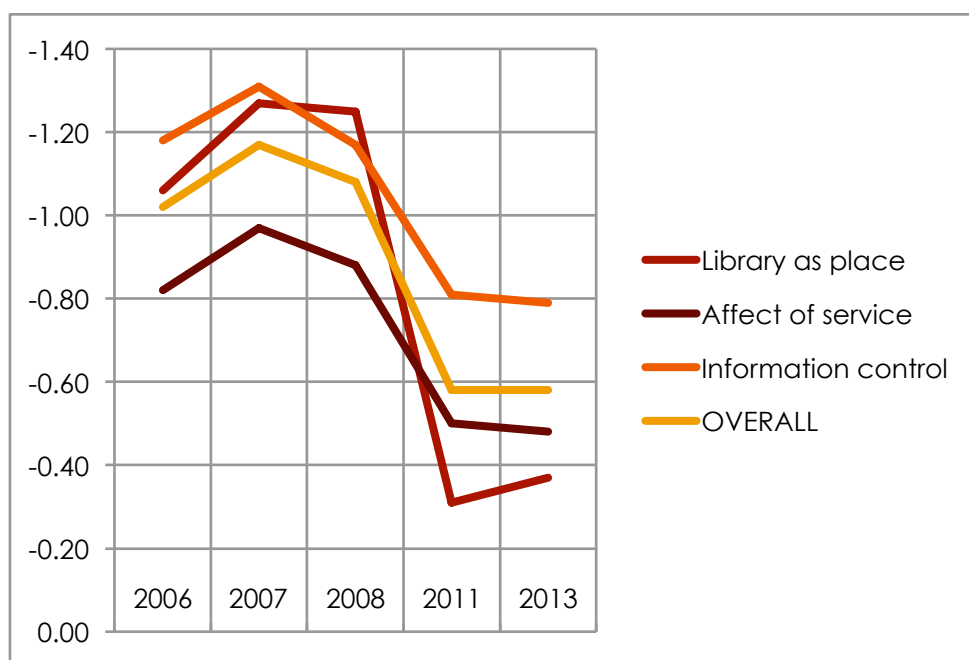
⁸ The Index is computed from the dimension scores for each of the four employee types in the Faculty & Staff Culture Survey, which is conducted by the University every 3 years. New results will be available in 2014.

⁹ This metric was developed and data supplied by University Human Resources. No information has been received.

Appendix: LibQUAL Results 2006-2013

| Superiority MEAN score* | 2006 | 2007 | 2008 | 2011 | 2013 |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| Library as place | -1.06 | -1.27 | -1.25 | -0.31 | -0.37 |
| Affect of service | -0.82 | -0.97 | -0.88 | -0.50 | -0.48 |
| Information control | -1.18 | -1.31 | -1.17 | -0.81 | -0.79 |
| OVERALL | -1.02 | -1.17 | -1.08 | -0.58 | -0.58 |

*The superiority mean score is defined as the difference between the average desired score and the average perceived score. The goal is to move this mean closer to a score of 0 or higher, which indicates that respondents' perception of the service delivered is either equal to or higher than their desired level of service.





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